

## INHERENT AND ORGANISATIONAL STRESS IN THE SAPS: AN EMPIRICAL SURVEY IN THE WESTERN CAPE

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Police work has been identified as a stressful occupation. Considered in the context of the South African (SA) situation, the paucity of research on the topic is cause for concern. This paper reports a preliminary exploration of stress in the South African Police Service (SAPS). Ninety-one SAPS members in the Cape Peninsula completed a questionnaire consisting of (i) Spielberger's 60-item Police Stress Survey (Spielberger, Westbury, Grier & Greenfield, 1981), and (ii) a 12-item Likert scale identifying potentially stressful areas specific to the South African context. Results show the SA sample to evidence a greater degree of stress than a USA sample. Results indicate that the way in which the police organisation operates in SA creates stress additional to the inherent pressure already existing as a result of the nature of police work. This finding indicates a potential area of intervention, and also shows that further research could profitably be conducted.

Police work is generally regarded as highly stressful (Pestonjee, 1992; Selye, 1978; Violanti, 1985). This is probably particularly so in South Africa, considering the socio-economic and political turmoil of the past thirty years, and the major changes resulting from the dissolution of apartheid -- particularly within apartheid-associated organisations like the police -- as well as the escalating incidence of crime and violence (Marks, 1995; Nel & Burgers, 1995; van der Merwe, 1993). The increasing distress of the members of the South African Police Service (SAPS), who are at the 'coal face' of changing South Africa, daily, is evident in the alarming rise in suicide statistics in the past four years, the dramatic increase of medical boardings -- particularly for psychological reasons (Nel & Burgers, 1995) -- as well as divorce statistics and the incidence of both alcohol and drug abuse (Marks, 1995). In light of the

[Comparison between events found most stressful by SA and USA police](#)

above, the lack of empirical research systematically investigating police stress in South Africa is cause for concern. The present study is a first step towards redressing this need and constitutes a preliminary exploration into the area.

[Table 3 Stressful events rated most differently by SA and USA police](#)

The literature on police stress makes the distinction between 'inherent stress' caused by the nature of the police work itself (danger work) and 'organisational stress' caused by the bureaucratic nature of police organisations (administrative demands). (Violanti & Aron, 1993; Violanti & Aron, 1994). In general, there has been a tendency to focus on the inherent aspects of police work, and stress is thought to be directly related to factors such as danger or violence. This is reflected in traditional stress management measures in the police which take the form of 'intervention', tending to be reactive rather than proactive. However, based on evidence from recent empirical studies, some authors posit that organisational stress more strongly affects police members than inherent stress (Brown & Campbell, 1990; Brown & Campbell, 1994; Kroes & Gould, 1989; Kroes, Hurrell & Margolis, 1974; Martelli, Waters & Martelli, 1989; Violanti & Aron, 1994). This is a useful observation as organisational stressors, which are not necessarily entrenched in society, may more easily be addressed and changed than inherent ones.

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One should note that the use of the term 'stress' in this literature has been somewhat atheoretical. There has been no specific attempt for instance to identify models of stress which may be more applicable to police work, nor has there been any critical discussion of the concept of 'stress'. This is a failing, given the large literature on stress, and worthy of attention. We will not address this lacuna here, however -- it is a different and much larger project -- and will continue to use the term in its lay sense, while being mindful of the implicit limitations.

Given the lack of South African research, this study first aimed to identify sources of stress in members of the South African police and to compare these with police abroad, and secondly to isolate additional sources of stress specific to the South African context, and thirdly to explore the 'inherent'/'organisational' distinction made in the literature and its applicability in this country.

In order to get a holistic picture of the problem of police stress, this study employed a combination of quantitative techniques, using an established

stress measure from the United States, and a measure specifically developed for this study. The aims of the study were largely descriptive, and we had no specific conjectures to test.

## **Method**

### **Subjects**

Participants included 91 SAPS members from the Cape Peninsula, ranging in age from 21-53 years (mean = 29.3 years, sd = 6.57). Of the respondents, 85 were male and six were female, 39.5% were single, 52.7% married, 6.6% divorced and 1.1% widowed. The sample was made up of 59 white, 20 coloured and 12 black policemen, 59 of whom were Afrikaans speaking, 24 English speaking and eight Xhosa speaking. Years of service in the SAPS ranged from 2-26 years with an average of 8.9 years and a standard deviation of 5.1 years. Fifty-four respondents were from the uniform branch, 24 were from the detective branch, seven from the mobile unit and six were administrative personnel. Of the sample, 16 had a Std 8 level of education, 51 a matric, and 24 tertiary education at Technikon. The ranks of the subjects were as follows: 26 constables, 45 sergeants, 17 inspectors and three officers.

### **Measures**

The questionnaire tapping police stress consisted of three sections, namely:

(i) Spielberger's Police Stress Survey. This 60-item survey requires subjects to rate each stressor on a scale of 0-100, 0 indicating 'no stress' and 100 indicating 'extreme stress'. Subjects are further required to estimate the frequency with which each event has occurred in the past month and the past year. Note that some of the wording in the original questionnaire was adapted slightly, in order to be more easily understood by the South African respondents, e.g. the word 'felony' was replaced with 'crime'. (ii) A 12-item Likert-type scale measuring perceptions and attitudes towards stress more specific to police work in South Africa, was developed in order to identify potentially stressful areas not covered by Spielberger's Stress Survey, which may contribute to additional stress in members of the SAPS, as well as to explore the issue of 'race'. This scale was designed with a 3-5 point response range -- e.g. from 'definitely yes' to 'definitely no'. In developing the scale, a list of potentially stressful areas specific to the South African context was drawn up, and on the basis of the literature, expert opinion and informal comments from members of the SAPS, the final issues included in the questionnaire included 'race', the current political climate, violence, crime, affirmative action, change, and support. An open-ended question was included so as to allow respondents to identify sources of stress not included in the questionnaire, and an overall opinion of the questionnaire was also sought as an indicator of the face validity of the questionnaire and the responses.

(iii) Biographical data, including age, sex, language, 'race', marital status, number of children, education, rank, years of service and unit. In order to encourage participation and honesty, a covering letter was attached to every questionnaire, explaining the purpose of the study, stating that permission had been granted, and ensuring confidentiality and anonymity.

### **Procedure**

Permission to carry out the study was sought from the Provincial Director of Human Resources of the SAPS, who consented on the condition that a copy of the questionnaire be furnished to him for perusal prior to circulation, which was duly done. The questionnaire was translated into Afrikaans, approved by the necessary persons, and then circulated. Questionnaires were distributed by hand throughout police stations in the Cape Peninsula. After showing potential participants the letter of permission to proceed with the study, explaining the study's purpose, reading the instructions, and ensuring anonymity and confidentiality, subjects were requested to complete the questionnaire. Of the 190 questionnaires distributed 91 were fully completed, the response rate thus being 48%.

### **Results**

The factor structure of Spielberger's Police Stress Survey was investigated in a series of factor analyses of the stress ratings of the 91 participants in this study, in order to explore the construct validity of the subscales.

#### **Factor analysis**

The principal axis method was employed in factoring the mean stress ratings of the 60 items on the Police Stress Survey, with unity as the commonalities estimate, in an attempt to replicate Spielberger's original two-factor structure. Eigenvalues greater than unity and Cattell's scree test were the technical criteria for determining the number of factors to be extracted and rotated by Varimax. The present data failed to replicate the two-factor structure. Instead, a multiple component structure emerged. With the use of eigenvalues and a scree plot it was determined that a five factor structure was suitable, explaining 43% of the variance.

After interpretation for psychological meaning, the itemised five factor breakdown was as shown in Table 1. Thus, the results of the factor analysis failed to replicate Spielberger's original two-factor structure. Instead, results revealed a five-factor structure, reflecting (i) interrelations with/imbeddedness in / lack of support from other related services/criminal organisations/departments / sources, (ii) inherent stressors, (iii) perceived social responsibility, (iv) career path, and (v) perceived effectiveness / efficiency.

#### **Comparison with USA sample**

Cronbach's reliability coefficient showed that the Police Stress Survey's overall measure of potential stress had high internal reliability ( $\alpha = 0.94$ ). The mean stress ratings obtained for the 60-items ranged from a high of 86.26 (fellow officer killed in the line of duty) to a low of 22.44 (working a second job) with an average of 56.53 and a standard deviation of 14.53. Comparative data were obtained from a study by Violanti & Aron (1994) of 103 randomly chosen police officers in Rochester, USA. The mean stress ratings for the USA sample ranged from a high of 79.4 (killing someone in the line of duty) to a low of 22.5 (racial conflicts) with an average of 44.8 and a standard deviation of 14.2. The USA data was reconstructed to fit the five-factor solution obtained in this study, for comparative purposes. Items classified under factors 1, 2, 3, 4 or 5 were extracted from the USA data and the mean for each factor calculated and compared with the SA factor means. Independent t-tests were used to compare the means of the two samples across the five factors and the total stress score. Mean scores on factors 1, 3 & 5, as well as the mean total stress score were significantly greater for the SA than the USA sample ( $t = 4.72$ ,  $df = 192$ ,  $p < 0.0001$ ;  $t = 3.21$ ,  $df = 192$ ,  $p < 0.0001$ ;  $t = 2.89$ ,  $df = 192$ ,  $p < 0.0001$ , and  $t = 3.1$ ,  $df = 192$ ,  $p < 0.0001$ ); respectively. Table 2 shows the five top rated stressors for both the SA and USA samples

'Fellow officer killed in the line of duty' and 'killing someone in the line of duty' are rated by both samples as the two most stressful events that could occur. However, the items rated 3, 4 & 5, are very different between the samples, the USA stressors all being inherent in nature and the SA stressors more organisationally oriented. It is interesting to note how much higher the top five stressors are ranked in comparison to the USA.

### **Similarities and differences**

Table 3 shows the five events that are rated most differently by the SA and USA samples. In each of these cases the events evidence greater stress ratings among South African police.

The biggest discrepancy was in respect of 'inadequate salary' with a difference score of 44.1. Other items that feature as problematic for SA but not for the USA are the leniency of South African courts with criminals, the issue of racial prejudice, an ineffective judicial system and having to make arrests while alone.

In contrast, Table 4 shows the items which were rated similarly by both the SA and USA samples. The items with the lowest difference scores include being assigned to new or unfamiliar duties, having to deal with family disputes or family crisis, getting into confrontations with aggressive crowds, the possibility of a serious injury on the job and situations where the use of force is required -- all of which appear to be factors inherent in the nature of police work.

### Frequency occurrence of events

Table 5 shows the stressful events that occur most frequently on a daily basis in South Africa. These regular frustrations are headed by 'excessive paperwork' and it is interesting to note that they are all organisationally oriented.

### Biographical data and the five factors

Correlational analysis and multivariate analysis of variance were employed to determine whether the biographical variables of 'race', rank, branch, gender, language, marital status, number of children or years of service had any effects on the mean stress ratings for the five factors or on the total stress score. Results were not statistically significant.

### South African oriented Likert-type police stress scale

Table 6 shows the results of the Likert-type scale as analysed by Analysis of Variance. While 83% of the sample feel that the current political climate in SA has an impact on police work, black participants think this impact is significantly more positive than coloured or white respondents, who view the impact as negative. 'Race' does not influence opinions as to whether the increase in violence has made police work more stressful or whether the crime rate has increased in the passed few years -- on both accounts 90% of the sample agree that it has. Whether the fact that members of the SAPS come from different 'races' and cultures is found to be stressful, does not depend on the 'race' members belong to -- the majority of the sample (77%), regardless of 'race', are either neutral or find it slightly stressful. Working in racial areas other than their own, causes coloured police officers significantly less stress than either black or white officers. White policemen claim more frequently than coloured or black policemen that affirmative action appointments take place in the SAPS, and while all racial groups disagree with affirmative action, there is no significant difference in the degree to which they disagree. White and coloured policemen agree that the SAPS has undergone change, both in general and in administrative structure, in the past three years, while black policemen are more uncertain on both accounts. Of those that think there has been change, whether this change is viewed as positive, negative or neutral does not vary according to 'race' -- the majority of the sample (77%) thought the change was neutral to negative. The majority of the sample also expressed that the administrative efficiency has remained unchanged. Regardless of 'race', 86% of the sample think that having too many bosses is a problem. All three groups feel slightly negative or uncertain as to whether there is a caring and supportive climate throughout the SAPS. White and coloured policemen think this is dependent on local personnel, while black policemen are more uncertain. Seventy-two per cent of the sample feel that there is little support helping police members deal with stress itself and all racial groups agree on this. All racial groups also feel slightly negative or neutral

as to whether there is good colleague/peer support in the SAPS.

## Discussion

The inability to replicate the two-factor structure put forward by Spielberger and his colleagues in this study casts doubt on the applicability of the inherent versus organisational classification of police stressors in South Africa -- it is possible that some events on the Police Stress Survey do not occur in SA and therefore have no relevance (e.g. working a second job). However, on closer inspection of the five factors it becomes evident that the inherent/organisational distinction is not irrelevant. Factor 1 is clearly organisationally oriented, although items focus more specifically on inter-relations/embeddedness in and lack of support from other related services/criminal organisations/departments/ sources. It is interesting to note that in the original work done on this survey by Spielberger and his colleagues, a third factor they referred to as 'lack of support' was given some consideration in addition to the organisational and inherent factors. Factor 2 is straightforward and a virtual replication of Spielberger's inherent factor. Factor 3 emerged independently, and convincingly so, as an indicator of 'perceived social responsibility'. Factors 4 and 5, labelled as 'career path' and 'perceived effectiveness/efficiency' respectively, also reveal separate and distinct issues. Thus, rather than refuting the notion of organisational versus inherent police stress, the results build on this basis with factors 1 and 2 emerging as more refined versions of the original factors and factors 3, 4 and 5 raising more detailed and specific issues. In terms of application in stress management programmes, this more detailed and specific classification is far more useful, as it highlights concrete and distinct areas that could be addressed. A point to note is that none of the biographical factors of age, marital status, rank, years of service, number of children, nor 'race', sex, unit or education level had an effect on the five factors or the overall stress ratings. This runs contrary to other research, which postulates that some of these factors (e.g. marriage) modify or act as inoculators against the effects of stress (Aneshensel, 1992).

The SA versus USA comparison revealed some interesting results. Note that the items rated most similarly by both samples are by nature inherent stressors (see Table 4 and top two rated stressors in Table 2), reaffirming what is meant by inherent, as common to or stable across police work in general. Furthermore, note that the greatest discrepancies in ratings between the two samples were on items that are not inherent and can be linked to police organisation i.e. 'inadequate salary', 'court leniency with criminals'. In terms of what is occurring most frequently (Table 5), none of these items are linked to danger work or violence, and again are all more organisationally inclined.

Reconstructing the USA data according to the five factor structure, showed that overall the SA sample are under significantly more stress than the USA



sample. The SA sample indicated more stress resulting from 'interrelations with/lack of support from other services/sources', 'perceived social responsibility' and 'perceived efficiency/effectiveness'. Note again that these sources of stress are more organisationally oriented, while there was no statistically significant difference between the SA and USA samples in the amount of stress related to inherent dangers or career path.

Results obtained in this study lend some support to the assumption made at the outset of this paper, that local conditions may make police work in this country more stressful than police work abroad. Responses on the Likert-type scale suggest that the political climate has an impact on police work and while black members feel the impact is positive, the majority of the sample (predominantly coloured and white policemen) view the impact as negative. The Likert scale responses also indicate that the crime rate has increased and that violence in the country renders police work more stressful. Spielberger's Police Stress Survey reveals the issue of racial prejudice to be an additional source, or at least a far greater source of stress than in the USA. This notion is supported by results obtained from the Likert scale which suggest that racial issues between the SAPS and the public and between members themselves are generally more stressful than not. The most stressful factor relating to the issue of 'race' that arose was having to work in a racial area other than one's own (particularly against one's will), which according to the Likert scale, causes black and white policemen a great deal of stress.

Perpetuating and certainly adding to all of the above is the problem of lack of support for members of the SAPS. The majority of responses on the Likert-type scale showed clearly that the sample did not feel that there is a caring and supportive climate in the SAPS, they further expressed views on inadequate peer/colleague support, and that support was not positive. Other evidence suggesting lack of support is a source of stress appears in relevant survey items. 'Inadequate support by supervisor' and 'inadequate support by the department' feature in the top 20 of the 60 rated items while 'negative public attitudes', 'public criticism of the police' are ranked in the top 13. Thus, there is a perception of inadequate support from within the police organisation i.e. department supervisors, formal support structures, colleagues, as well as from the public and society at large.

In summary, findings lend some support for the organisational/inherent distinction, but indicate that more fine-grained distinctions may be useful in a practical sense. Management could note and work with the five broad factors identified as sources of stress in this study. From the results it appears likely that members of the SAPS are under more stress than counterparts in the USA, and that organisational stressors (salary, paperwork, lack of support) in particular are more of a problem in SA than in the USA. The picture that emerges from the above is that the way in which the police organisation operates (communication, bureaucracy,



affirmative action policies) in SA creates stress additional to the inherent pressure already existing, and this in turn is made worse by the lack of support in general. It follows that stress resulting from the nature of the police organisation certainly warrants attention alongside inherent stressors in intervention and stress management programmes. There is also an urgent need to enhance support from all spheres for members of the SAPS.

While much information can be drawn from the current research, the authors acknowledge that this is an exploratory study with methodological limitations. Consequently, one needs to reflect critically on the results obtained and the conclusions drawn. The limited sample size is not ideally representative, and the extent to which one can extrapolate these findings to police members country wide is open to debate. With regards to methodology, the Spielberger's Police Stress Survey appears to be internally consistent and reliable, however, the authors concede that there are measurement difficulties with the Likert-type scale which is a pilot study in itself, and as such, no reliability or test-retest statistics or analysis are available. The purpose of this section was to identify participants' perceptions around the issues explored (e.g. 'current political climate', 'affirmative action', 'issues of race', etc.), rather than to measure latent variables or constructs. In light of this, terms were used 'loosely' rather than employing pre-defined constructs. Considering that this is the first research in South Africa eliciting this kind of information, and that the questions were not intended to be a scale or a set of scales, but rather each a question in its own right, the authors propose that, in this instance, face validity will suffice. This study is not without short-comings but it is maintained that as long as one adopts a critical stance, there is utility in results.

It is evident from the results that stress is a problem in the SAPS. This exploratory study of stress in the SAPS touches on numerous issues which are in need of further investigation, and points to a new field of research in South Africa. Research is necessary in order to gain insight into police stress, thus allowing for the development of effective intervention and stress management programmes.

**Table 1 Factor structure of the Spielberger's Police Stress Survey in a South African sample**

Factor 1

Interrelations with / imbeddedness in / lack of support from other related services / criminal organisations/ departments / sources

Event	Factor Loading
- Job-conflicts (by-the-book versus situation)	.70
- Ineffectiveness of correctional system	.68
- Ineffectiveness of judicial system	.64
- Court leniency with criminals	.63
- Inadequate support by department	.63

- Lack of participation on policy-making decisions	.62
- Inadequate support by supervisor	.59
- Excessive and inappropriate discipline	.59
- Court decisions unduly restricting police	.56
- Political pressure from outside the department	.53
- Inadequate or poor quality equipment	.52
- Poor or inadequate supervision	.52
- Insufficient manpower	.50
- Fellow officers not doing their job	.46
- Excessive paperwork	.45
- Difficulty getting along with supervisors	.45
- Disagreeable departmental regulations	.42

Cronbach's alpha = 0.9; mean inter-item correlation = 0.36

Factor 2

Inherent Stressors

Event	Factor Loading
- High speed chases	.68
- Exposure to death of civilians	.64
- Responding to crime in progress	.58
- Exposure to dead or battered children	.55
- Physical attack on one's person	.53
- Exposure to adults in pain	.52
- Delivering death notification	.52
- Situations requiring use of force	.50
- Personal insult from member of public	.47
- Fellow officer killed in the line of duty	.46
- Confrontations with aggressive crowds	.46

Cronbach's alpha = 0.84; mean inter-item correlation = 0.33

Factor 3

Perceived social responsibility

Event	Factor Loading
- Public criticism of police	.62
- Demands for high moral standards	.61
- Assignment of increased responsibility	.58
- Experiencing negative public attitudes	.57
- Political pressure from within the department	.56
- Demands made by family for more time	.53
- Assignment to new or unfamiliar duties	.52
- Accident in patrol car	.48
- Distorted or negative press accounts of police	.45
- Making critical on-the-spot decisions	.43
- Performing nonpolice tasks on the job	.42

Cronbach's alpha = 0.85; mean inter-item correlation = 0.35

Factor 4

Career Path

Event	Factor Loading
- Working a second job	.56
- Competition for promotion	.52
- Strained relations with nonpolice friends	.51

Cronbach's alpha = 0.65; mean inter-item correlation = 0.39

Factor 5

Perceived effectiveness/efficiency

Event	Factor Loading
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- Technicalities leading to case dismissal .62
  - Public apathy towards police .57
  - Lack of recognition for good work .48
- Cronbach's alpha = 0.67; mean inter-item correlation = 0.40

**Table 2 Comparison between events found most stressful by SA and USA police**

Rank	South Africa's top five stressors	Mean	SD
1	Fellow officer killed in line of duty	86.3	19.3
2	Killing someone in line of duty	85.7	16.3
3	Inadequate salary	82.6	21.8
4	Court leniency with criminals	82.0	22.4
5	Ineffectiveness of the judicial system	80.6	22.3
USA top five stressors			
1	Killing someone in line of duty	79.4	27.9
2	Fellow officer killed in line of duty	76.7	23.2
3	Physical attack on one's person	71.0	27.6
4	Exposure to battered children	69.2	31.0
5	High speed chases	63.7	28.4

**Table 3 Stressful events rated most differently by SA and USA police**

Rank	Stressful event	SA Mean	USA Mean	Difference score
1	Inadequate salary	82.6	38.5	44.1
2	Court leniency with criminals	82.0	42.7	39.3
3	Racial prejudices and conflicts	61.7	22.5	39.1
4	Ineffectiveness of judicial system	80.6	42.0	38.6
5	Making arrests while alone	65.6	29.5	36.1

**Table 4 Stressful events rated most similarly by SA and USA police**

Rank	Stressful event	SA Mean	USA Mean	Difference score
1	Assignment to new/unfamiliar duties	39.0	39.2	-0.2
2	Dealing with family disputes/crisis	52.3	52.0	0.3
3	Confrontations with aggressive crowds	57.5	56.7	0.8
4	Possibility of serious injury on job	45.5	47.1	-1.6
5	Situations requiring use of force	58.3	61.0	-2.7

**Table 5 The stressful events that occur most frequently in a month in the SAPS**

Rank	Stressful event	Occurrence per month	Standard deviation
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1	Excessive paperwork	8.1	2.8
2	Court leniency with criminals	7.3	3.5
3	Insufficient manpower	6.9	3.4
4	Fellow officers not doing their job	6.9	3.3
5	Ineffectiveness of the judicial system	6.3	3.5
6	Experiencing negative public attitudes	5.9	3.5
7	Public criticism of the police	5.7	3.5
8	Inadequate or poor quality equipment	5.2	4.1
9	Inadequate salary	5.1	4.4
10	Ineffectiveness of correctional system	4.9	4.1

**Table 6 Analysis of differences between 'race' groups within the SAPS**

Legend for Chart:

- A - No.
- B - Items
- C - F
- D - p-level
- E - Coloured mean
- F - White mean
- G - Black mean

A	B	C	D	E	F	G
1a	Does the current political climate impact on police work?	2.07	0.13	4.4	4.3	3.7
1b	If yes, is this impact positive or negative?	4.63[a]	0.01[a]	1.8	1.7	2.6
2	Has the increase in violence made work more stressful?	0.29	0.74	4.6	4.4	4.3
3	Has the crime rate increased in the past three years?	2.31	0.11	4.5	4.7	4.3

SAPS members belong to different races and cultures:

4a	Does this cause stress among SAPS members in general?	0.19	0.83	3.3	3.4	3.5
4b	Does this cause you stress?	1.62	0.21	2.5	2.3	2.8
5	Does working in racial area other than own cause stress?	5.03[a]	0.008[a]	2.3	3.0	2.9

6a	Do affirmative action appointments take place within SAPS?	6.51[b]	0.002[b]	2.2	2.7	2.2
6b	How do you feel about affirmative action appointments?	2.76	0.07	2.8	2.1	1.9
7a	Has the SAPS undergone change in the past three years?	21.4[b]	0.001[b]	2.9	2.9	2.0
7b	If yes, has his change been positive or negative?	1.96	0.15	2.1	1.9	1.4
8a	Has the administrative structure changed in the past 3 years?	8.22[b]	0.001[b]	2.6	2.9	2.1
8b	If yes, has administrative efficiency increased/decreased?	0.13	0.88	1.9	2.0	2.0
9	Is having 'too many bosses' a source of stress?	0.966	0.39	4.5	4.1	4.3
10a	Is there a supportive/caring climate in SAPS generally?	1.22	0.29	2.6	2.7	3.2
10b	Does this differ widely and depend on local personnel?	5.43[b]	0.005[b]	4.0	4.1	3.3
11	Is there good support helping members deal with stress?	0.01	0.99	2.2	2.2	2.3
12	Is there good colleague/peer support within the SAPS?	1.96	0.15	2.9	3.1	2.5

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